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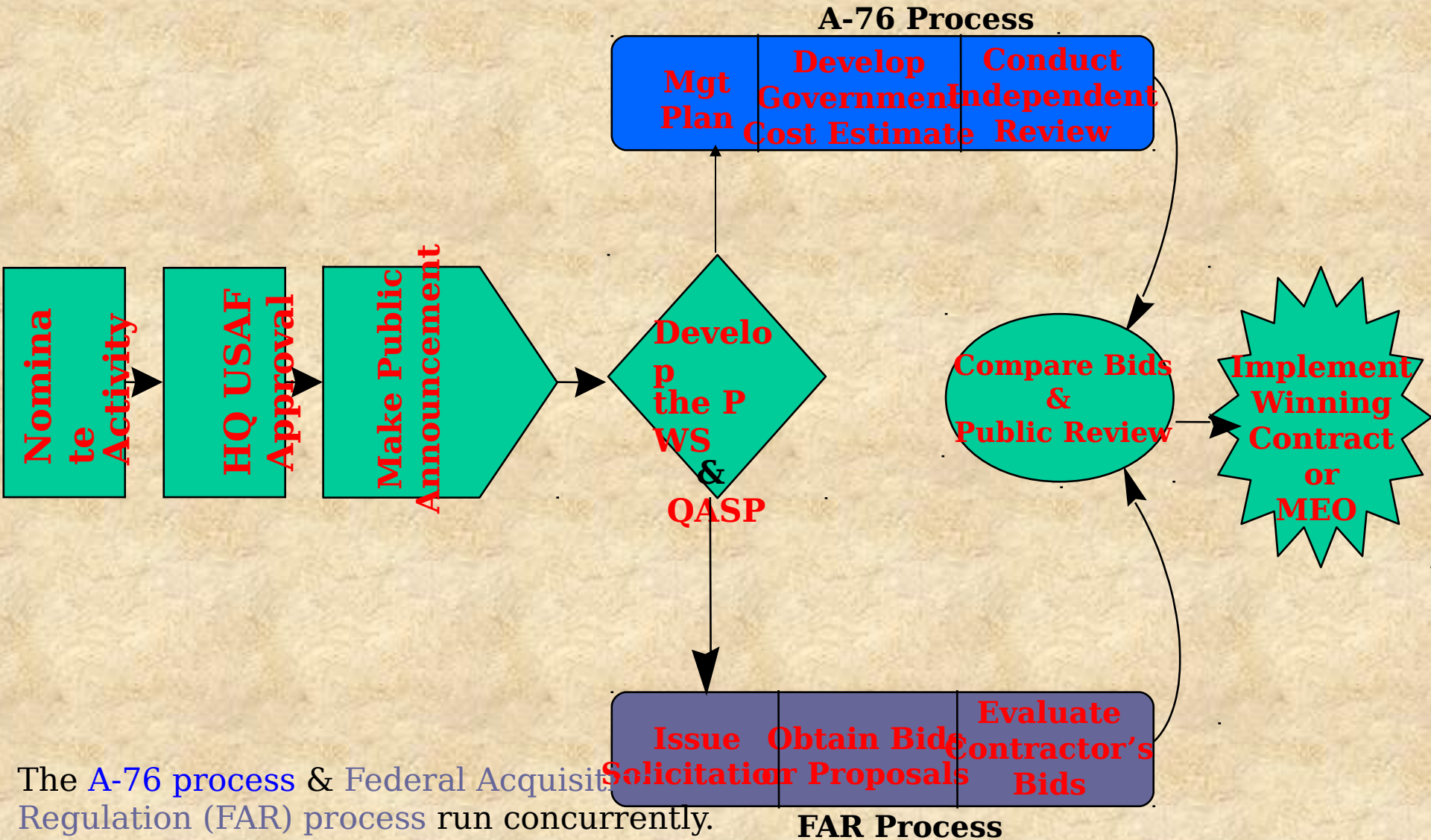
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THE STANDARD COST COMPARISON PROCESS



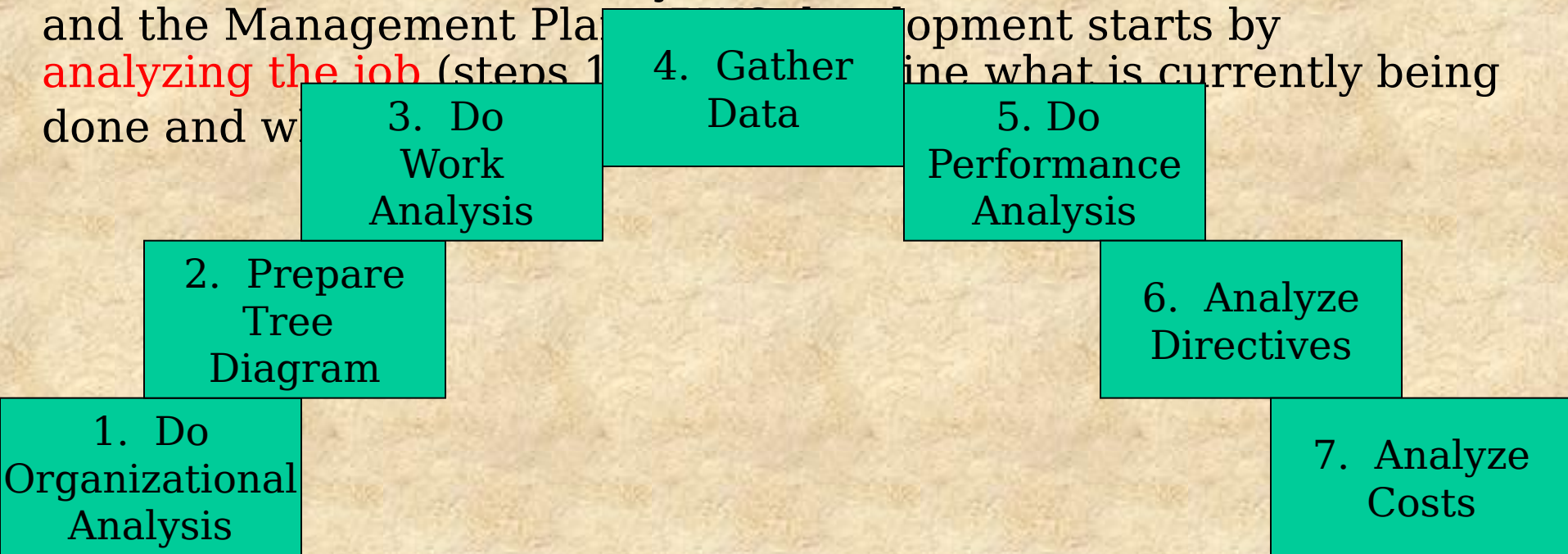
Activity Nominated for Cost Comparison or Direct Conversion, HQ USAF Approval, and Public Announcement

HQ USAF approval is required prior to beginning any cost comparison or direct conversion. Due to the sensitivity impacting employees, Congress, Labor, etc, it is essential that potential A-76 candidates be considered sensitive information, handled as “For Official Use Only”, and details not released until receipt of approval from HQ USAF.

Public announcement of an A-76 candidate will only be made after Congressional announcement notification (if required) is received from SAF/LLP. Congressional notification is only required for comparisons with more than 45 appropriated fund civilian employees (10 USC 2461). Congressional notification is not required for cost comparisons with 45 or less appropriated fund civilian employees or direct conversions.

Develop the Performance Work Statement (PWS)

The PWS is the basis of the cost comparison. It defines the services and standards of performance required. It should be sufficiently comprehensive to ensure in-house, contract or Interservice Support Agreement (ISSA) performance satisfies government requirements. To be most effective, it should state “what” is to be done, not “how” it should be done. The government, potential contractors and ISSA’s use the PWS to figure their cost estimates. The PWS is normally accomplished at the same time as the Quality Assurance Surveillance Plan (QASP) and the Management Plan. Development starts by **analyzing the job** (steps 1 through 7) to determine what is currently being done and what is required.



Develop the Performance Work Statement (PWS)

JOB ANALYSIS STEPS:

1. ***Do Organizational Analysis*** - Review the current organization and identify the service it provides.
2. ***Prepare Tree Diagram*** - A tree diagram breaks a job into smaller and smaller parts. Each part brings about a final result (output) or service.
3. ***Do Work Analysis*** - Each part of the tree diagram is broken into input, work, and output. *Input* is what initiates the job; *work* is what steps are needed to do the job; and *output* is what the job produces. This step identifies what outputs are to be contracted and what will remain in-house.
4. ***Gather Data*** - Gather data on those services from the tree diagram that are to be contractor provided. Identify what resources are required to do the job (input) and how often the output is furnished.
5. ***Do Performance Analysis*** - Specify how the work will be measured for acceptable/ unacceptable performance.
6. ***Analyze Directives*** - Determine which directives, if any, apply to the service. Any applicable directives must be classified as either mandatory or informational.
7. ***Analyze Costs*** - Prepare the estimated cost of each specific service. These costs are used for: preparing the government estimate, evaluating

Quality Assurance Surveillance Plan (QASP)

The QASP is a document used by Quality Assurance Evaluators (QAEs) to determine if contractor-provided service meets the quality and quantity standards specified in the contract. It describes methods of inspection to be used, the reports required, and the resources to be employed with estimated work hours. The development of a QASP involves the following major steps.

1. Identify
Key
Performance
Indicators

2. Identify
Information
Sources

3. Determine
Method of
Surveillance

4. Quality
Control
&
Quality
Assurance

Quality Assurance Surveillance Plan (QASP)

Step 1. Identify Key Performance Indicators

Identify those performance indicators critical to the service being provided. Those indicators included in the QASP should be based, in part, on the following criteria:

- how critical the process and its outputs are
- how much quality assurance manpower is available to inspect the contractor
- adaptability of each indicator to overlap and check more than one kind of output

Quality Assurance Surveillance Plan (QASP)

Step 2. Identify Information Sources

The determination of the acceptability of contract performance is based on comparing the quality of performance of a task to the requirement described in the contract. The quality of performance can be determined from government/contractor management information system reports or from government observation of completed tasks.

Quality Assurance Surveillance Plan (QASP)

Step 3. Determine method of surveillance

Methods of surveillance (random sampling, 100% inspection, periodic surveillance, customer complaints) are used to deduct for services that do not meet contract performance requirements. The following are tools used in documenting surveillance.

- The Sampling Guide - A written procedure which states what will be checked, the standard of performance, and how the checking will be done.
- Decision Tables - Used to determine who is at fault (contractor or government) when a service is rejected.
- Checklists - Used to record what contract

Quality Assurance Surveillance Plan (QASP)

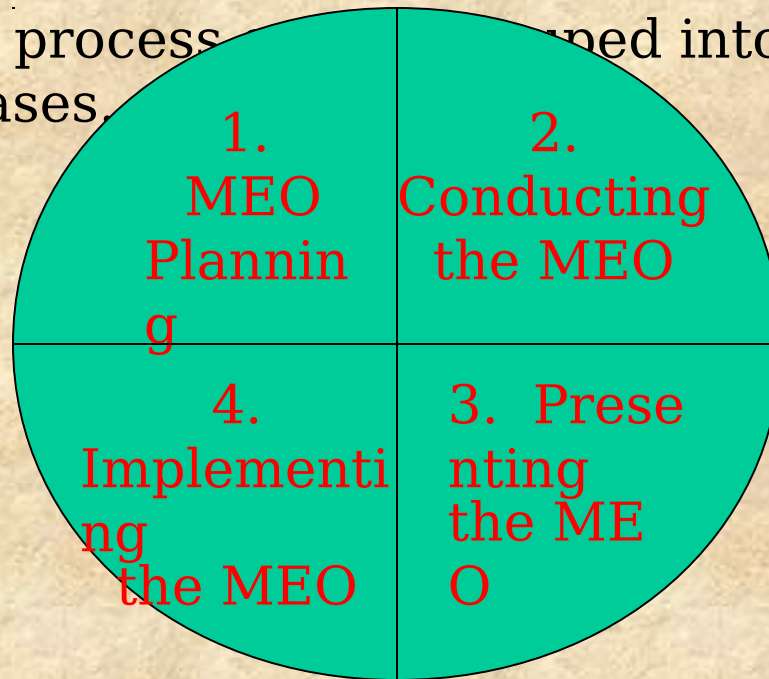
Step 4. Quality Control & Quality Assurance

Quality Control is what the contractor does to ensure their performance satisfies the governments standards. *Quality Assurance* is what the government does to check the contractors or Interservice Support Agreement's (ISSA) performance satisfies the governments standards.

NOTE: Nothing in the Government's QASP should relieve the contractor of their quality control requirement.

The Management Plan

The Management Plan completely analyzes the method of operation necessary to establish the most efficient in-house organization (MEO) to satisfy the requirements of the PWS. It should identify essential functions to be performed, determine performance factors, organization structure, staffing, and operating procedures. The objective is to find new, innovative, and creative ways to provide the required services in a cost effective manner. The MEO becomes the basis of the government estimate for the cost comparison. The Management Plan process is divided into the following four major steps or phases.



The Management Plan is developed for standard and streamlined cost comparison. It's not required for direct conversions.

The Management Plan

Step 1. Most efficient Organization(MEO) Planning

The primary purpose of the MEO is to identify efficiencies and economies. Careful planning of the MEO will optimize the efforts of the study team and ensure it's successful completion. Planning should address the following areas:

- Purpose and scope of the study
- Team composition and assignments
- Methodology
- Expected outputs
- Schedule and milestones
- Resource requirements

The Management Plan

Step 2. Conducting the MEO

The actual study consists of collecting and analyzing data and developing conclusions and recommendations to improve the operation of the area under study. The following techniques can be used to collect and analyze that data.

- Document Review
- On-site Visit/Observation
- Forms Analysis
- Organizational Analysis
- Position Structuring
- Workshops
- Questionnaires
- Flow Process Charts
- Workload Analysis
- Capital Investment

Analysis

- Facilities Layout Analysis / The Layout Chart
- Functional Process Improvement
- Work Distribution Chart (DD Form 1724)
- Procedures Analysis / The Procedure Chart (DD Form

2050)

- Work Measurement Techniques (work sampling)

The Management Plan

Step 3. Presenting the MEO

At the conclusion of the study, the study team will prepare a management plan to document the results of the study and obtain any necessary comments or approvals.

The Management Plan

Step 4. Implementing the MEO

If, after the cost comparison is completed, and the commercial activity remains in-house, then the MEO must be implemented. The MEO must be implemented in accordance with the government Transition Plan. MEOs are valid for five years after implementation; however, if a market analysis still proves cost effectiveness, the MEO may be extended on a yearly basis not to exceed eight years from the original cost comparison.

The Transition Plan

A written plan for the transition from the current organizational structure to the MEO is designed to minimize disruption, adverse impacts, capitalization, and startup requirements. The transition plan will include milestones that allows for necessary personnel actions, personnel moves, appropriate training (including any required certifications), as well as non-personnel considerations such as materials and supplies, equipment, facilities, sub-contracts, leases, environmental issues, safety and security, etc. The format for the transition plan is at the discretion of the command.

Sample Government Cost Estimate

ACTIVITY IDENTIFICATION

AGENCY: DEPARTMENT OF THE AIR FORCE

STUDY TITLE: AIRCRAFT MAINTENANCE

LOCATION: LAUGHLIN AFB, TX (AETC)

STUDY NUMBER: F0JMXDP92B

IN-HOUSE vs CONTRACT PERFORMANCE COSTS

(ROUNDED TO THE NEAREST DOLLAR)

	-----PERFORMANCE PERIODS-----				
	FIRST	SECOND	THIRD	ADDITIONAL	TOTAL
<u>IN-HOUSE PERFORMANCE COSTS</u>					
1. PERSONNEL	1145458	5637636	7359765	14915116	2905
2. MATERIAL AND SUPPLY COSTS	1977	6406	6131	12086	2
3. OTHER SPECIFICALLY	8202	39469	51524	104417	20
ATTRIBUTABLE COSTS					
4. OVERHEAD COSTS	137455	676516	883172	1789814	348
5. COST OF CAPITAL	0	0	0	0	
6. ONE-TIME CONVERSION COSTS (ENRC)	7389	7389	7389	14778	3
7. ADDITIONAL COSTS	0	0	0	0	
8. TOTAL IN-HOUSE COSTS	1300299	6367416	8307981	16836211	328
<u>CONTRACT PERFORMANCE COSTS</u>					
9. CONTRACT PRICE	1535356	5772201	7249697	14828352	2938
10. CONTRACT ADMINISTRATION	77410	316847	379209	794021	156
11. ADDITIONAL COSTS	0	0	0	0	
12.. ONE TIME CONVERSION COSTS	120583	120583	120583	241166	60
13. GAIN ON ASSETS	0	0	0	0	
14. FEDERAL INCOME TAX (DEDUCT)	-6141	-23089	-28999	-59313	-11
15. TOTAL CONTRACT OR ISSA COSTS	1727208	6186542	7720490	15804226	3143

DECISION

16. CONVERSION DIFFERENTIAL					34
17. ADJUSTED TOTAL COST OF IN-HOUSE PERFORMANCE					331547
18. ADJUSTED TOTAL COST OF CONTRACT OR ISSA PERFORMANCE					3143846
19. DECISION - LINE 18 MINUS LINE 17					-171
(LINE 15 MINUS LINE 6)					
20. COST COMPARISON DECISION	ACCOMPLISH IN-HOUSE:				

ACCOMPLISH BY CONTRACT: X

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Conduct Independent Review

The Financial Management Office accomplishes the independent reviews on all A-76 cost comparisons and government cost estimates for direct conversions. An independent review is conducted to substantiate the currency, reasonableness, accuracy, and completeness of the management plan and Technical Performance Plan (TPP). The review ensures that the government management plan is based on the same required services, performance standards, and workload contained in the solicitation for bids. Reviews scrutinize and attest to the adequacy and authenticity of the supporting cost comparison documentation.

Issue Solicitation

The invitation for bids or request for proposals is a public notice that the government will accept bids on a specific commercial activity. It should provide for a common standard of performance that permits an equitable comparison of government and contract costs for performing the same work. Offerors will be informed a government cost estimate is being developed and a contract may or may not result. Contractors wishing to compete for a contract must submit a cost estimate based on the requirements identified in the PWS.

Obtain Bids or Proposals

Generally, Contracting Officers must allow offerors at least 30 days to prepare and submit offers from the day on which the Invitation for Bids (IFB) or Request for Proposal (RFP) is made.

During that time, the Contracting Officer may hold a prebid or preproposal conference. The purpose of this conference is to :

- provide for inspection of the work site
- explain complicated specifications and requirements
- explain revisions to requirements
- address questions potential offers may have

Bids are due to the Contracting office on the date and time specified in the solicitation. Ordinarily, late bids are not considered except under specific circumstances.

Evaluate Contractor's Bids

Evaluation of contractor's bids are based on criteria driven by the specific method of procurement being used.

Best Value Acquisition - The best value, not best price, is the criteria used here. The contractor providing the best value bid is selected to compete with the government's bid. Award is based on price and non price related evaluation factors.

Sealed Bid - The Contracting Officer selects the lowest bid from the private sector (contractor). This bid is then compared to the government bid. Award is based on price and price related factors.

The contracting officer ensures that all requirements of law, regulations, etc., are met, appropriate procedures followed, and sufficient funds are available for obligation. The government conducts the source selection among the private sector bids in accordance with the Federal Acquisition Regulation (FAR), FAR supplements and solicitation

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Compare Bids and Public Review

On the day and time specified in the request for proposal, the Contracting Officer will conduct a formal bid opening to determine the bid most advantageous to the government . At this time, the Contracting Officer announces the tentative results of the cost comparison. After a completed cost comparison form, detailed supporting documentation, and bid abstracts are made available directly to the affected parties, the public review period begins. The public review period is at least 20 calendar days but can extend up to 30 calendar days. This public review allows all affected parties to review the documentation used to determine the contract most advantageous to the government and resolve questions or file an appeal if they feel they were unfairly denied award of a contract or that procedures weren't properly followed.

Implement Winning Contract **or** **Most Efficient Organization (MEO)**

After the public review period and administrative appeals process, the final decision to award the contract is made and the agency selected will begin operation. If the final decision is in favor of the government, the MEO must be implemented.

THE STREAMLINED COST COMPARISON

Streamlined cost comparisons are permitted based on the following criteria:

- 65 or fewer civilians performing the work
- commander certifies current organization as the Most Efficient Organization (MEO) and that the conversion will be more cost effective than the in-house performance
- use a market analysis to justify the cost effectiveness of the conversion to contract
- must use existing performance work statement (PWS) with only minor modifications
- must compete largely on labor and material cost basis
- must not require significant capital asset purchases
- must involve a service that is commonly contracted and there are no less than four comparable contracts of the same general type and scope and range of costs

THE DIRECT CONVERSION

A commander may nominate an activity for direct conversion from in-house to contract performance if the activity is:

- performed exclusively by military personnel
- performed by 10 or less AF civilians or a combination of any number military and 10 or less AF civilians
- to be performed using services from a qualified nonprofit agency serving people who are blind or with severe disabilities, or a firm with 51% Native American ownership, regardless of the number of military and civilian employees in the commercial activity

Before any action is taken one of the following methods must be used to justify the cost effectiveness of a direct conversion.

- **Method 1:** Market Analysis - Contracting develops an estimated cost of contract performance using market analysis procedures and compares it to the cost of the existing in-house performance.
- **Method 2:** Solicitation for bids/proposals - Contracting issues a solicitation and compares the cost of the most advantageous bid/offer received to the cost of in-house performance.

Once approved for conversion, an activity can be directly converted to contract without conducting a cost comparison or developing a management plan. However, a cost comparison can be performed at the commander's discretion for activities with less than 10 AF civilians.

Responsibilities of Key personnel

Cost Comparison Mgt Steering Group (Installation Level)

Command Mgt Steering Group

Installation Commander

Staff Judge Advocate

Civil Engineering

Civilian Personnel

Others

Cost Comparison Mgt Steering Gp (Installation level)

Contracting

Military Personnel

Financial Management

Manpower & Quality

Functional OPR

*Steering Group
Chairperson

The decision to conduct a cost comparison has an impact on the responsibilities of many staff and functional offices. The cost comparison steering group would normally consist of the functions listed on this page. Steering group members and advisors provide data and guidance relative to their area of expertise. Steering Groups make decisions on behalf of management and are responsible to installation commanders for successful and timely completion of the cost comparison. Members are also responsible for establishing and meeting **milestones** dates for timely and successful completion of the cost comparison. Steering Group members should read and

Installation Steering Group Responsibilities: CIVIL ENGINEERING

1. Reviews the PWS and makes sure utilities, facilities, and services support are properly identified.
2. Helps the functional OPR in the environmental assessment of proposals.
3. Assesses any possible intergovernmental or community impact considerations relative to AFR 19-9 for cost comparisons when there's 250 or more work years required before the MEO.

Installation Steering Group Responsibilities: CIVILIAN PERSONNEL

1. Advises functional OPR on position management during the cost comparison process.
2. Notifies all affected employees and their union representatives of the cost comparison.
3. Informs potential civilian employee procurement officials of:
 - a. Regulatory provisions that allow employees to participate in the cost comparison process without being designated as procurement officials.
 - b. The impact of the right-of-first refusal as a result of being designated a procurement official.
 - c. The procedures (and possible impact) for individuals to request they be allowed to excuse themselves from involvement as a procurement official.

4. Assists the functional OPR in developing position descriptions and classifying positions, as necessary, to support the MFO.

Installation Steering Group Responsibilities: CIVILIAN PERSONNEL (continued)

6. Starts request for reduction-in-force (RIF) approval as soon as possible if it estimated that the number of civilian employees meets the threshold for involuntary separation.

7. Identifies all positions that could be affected by the cost comparison decision
(includes positions outside the activity being cost compared).
Identifies positions that are or will be vacant and could be filled by employees who may be separated if the decision is made to contract.

8. Exerts maximum effort to find suitable employment for displaced AF civilian employees if the decision is made to convert from in-house to contract or Interservice Support Agreement (ISSA).

9. Makes sure that at least a 60-day notice (before contract start date) of a RIF is given to employees.

10. Considers the potential impact on affirmative employment efforts throughout the cost comparison process and the conversion to contract operation or MFO

Installation Steering Group Responsibilities: CONTRACTING

1. Advises the functional OPR on the development of the PWS, QASP and Transition Performance Plan (TPP).
2. Reviews the PWS, QASP and TPP (when appropriate) to ensure compliance with AFMAN 64-108 (Appendix K).
3. Provides acquisition strategy planning as early as feasible in the cost comparison process and acquisition cycle to develop a systematic and disciplined approach toward achieving an economical and high quality result. (See FAR Part 7.)
4. Publicizes the proposed procurement in the Commerce Business Daily.
5. Coordinates and issues the solicitation and any subsequent amendments.
6. Ensures the “right of first refusal” clause is included in the solicitation. Ensures the contractor is aware of this clause and assists the servicing civilian personnel office in informing affected employees of this right.

Installation Steering Group Responsibilities: CONTRACTING ***(continued)***

8. Advises the Manpower & Quality Office of scheduled cost comparison date after selection of the most advantageous proposal or receipt of bids, and presides at bid opening or the “most advantageous offer” meeting.
9. Notifies the servicing manpower office immediately upon receipt of a protest or an appeal.
10. Notifies the Manpower & Quality Office in writing when a contract is actually awarded or when solicitation has been cancelled.
11. Develops a contract administrators plan.
12. Provides actual contract cost when requested by the servicing Manpower & Quality Office.
13. Coordinates and provides copies of all contract modifications impacting contract costs with the servicing Manpower & Quality Office.

Installation Steering Group Responsibilities: FINANCIAL MGT

1. Analyzes the economic impact on the local community when over 500 employees will be affected by the cost comparison.
2. Certifies that funds will be available before contracting issues are resolved. Certifies a funded AF Fm 9 before contract award.
3. Identifies in the base budget submissions the necessary actions to ensure funds are available.
4. Upon request from the Cost Comparison Mgt Steering Group, conduct a cost benefit analysis to determine if providing government property to the contractor is in the best interest of the Air Force when such analysis lends itself to that conclusion.
5. Appoints an independent reviewer from the financial management community to review the Government cost estimate for accuracy.

Installation Steering Group Responsibilities: FUNCTIONAL OPR

1. Develops the PWS, QASP, and Transition Performance Plan (when required).
2. Develops position descriptions, as necessary, to support the MEO.
3. Provides written backup data as needed by the manpower & quality office.
4. Prepares and submits the Request for Environmental Impact Analysis (AF Fm 813), on the proposed conversion to contract according.
5. Obtains waivers to AF regulations, as required, to implement the MEO.
6. Prepares and submits the purchase request to the contracting office.
7. Assists in developing the management plan. Reviews and validates the MEO.
8. Assists the contracting office in developing an acquisition strategy plan.
9. Develops a phase-in plan for converting a predominantly military

Installation Steering Group Responsibilities: MANPOWER & QUALITY

1. Chairs the Cost Comparison Management Steering Group, advises and reminds members of assigned responsibilities, and monitors compliance with milestones.
2. Stresses to steering group members the importance of integrity and objectivity when conducting the cost comparison and the importance of safeguarding the cost data information.
3. Monitors progress of the cost comparison and ensures the commander is kept informed.
4. Obtains Joint Ethics Regulation Certification from all steering group members.
5. Ensures that authorizations identified within the scope of the cost comparison are coded with an "R" in the military essentiality code (MES) column.
6. Establishes and maintains a Commercial Activities Management Information System (CAMIS) record of the cost comparison reflecting accurate reporting requirements.
7. Assists the functional OPR in developing the PWS and the Quality Assurance Surveillance Plan (QASP)

Installation Steering Group Responsibilities: MANPOWER & QUALITY (continued)

9. Develops the government cost estimate along with appropriate steering group representatives using COMPARE.
10. Makes sure all cost comparison documentation (I.e. Mgt Plan, QASP, govt cost estimate, transition plan) and TPP are properly safeguarded to prevent compromise.
11. Provides the Government cost estimate and backup data to Financial Mgt for the independent review.
12. Attends prebid or preproposal conference to answer questions about the procedure and methodology that should be followed in the cost comparison.
13. Attends bid opening or determination of the most advantageous offer meeting and completes cost comparison.
14. Notifies the civilian personnel office of the results of the cost comparison so they can process the necessary personnel actions. Then, notifies them upon actual contract award or cancellation of solicitation.

Installation Steering Group Responsibilities: MANPOWER & QUALITY
(continued)

17. Monitors the transition plan.
18. Maintains complete files on the latest cost comparison.
19. Maintains oversight of MEOs, through validation of manpower requests, equipment requests, etc. to ensure tasks outlined in the PWS are performed with resources estimated in the cost comparison.
20. Obtains from the contracting office, actual contract costs at the end of each of the first three performance periods for reporting under the CAMIS data base system.

Installation Steering Group Responsibilities: MILITARY PERSONNEL

When appropriate, a Military Personnel representative may participate in the steering group. As a minimum this person would:

1. Develop a proposed implementation plan for the systematic phaseout of affected military personnel. The plan, as a minimum, includes:

- a. Milestones for conversion to MEO, contract, or another DOD service.

- b. Desired military personnel actions of affected military personnel by grade, name, social security number, AFSC, and assignment action number.

- c. Desired date of availability of affected military incumbents for placement in assignment availability code 36 (unit deactivation code). Command works with HQ AFPC assignments officials to establish mutually agreeable date of availability.

Installation Steering Group Responsibilities: OTHERS

Depending on the specific study it may be necessary to add members to the steering group (i.e. Safety, Security Forces, Labor Unions, Public Affairs, etc).

Labor Unions - Normally, if a labor organization is involved in the cost comparison, it will be in an advisory capacity. Union representatives should be engaged in a partnership to gather workload data and develop performance standards and recommendations for improved operational performance. Union participation is permitted based upon the exchange of data, ideas, problems, concerns and solutions. Union participation is not permitted in meetings when sensitive source selection information is discussed or when management decisions are made.

Public Affairs - Since Public Affairs is the interface between the commander and the public, they are responsible for issuing the press release for the initial cost comparison announcement and the cost comparison decision to the local community.

Installation Steering Group Responsibilities: STAFF JUDGE ADVOCATE

1. Acts as the legal advisor to the steering group.
2. Briefs responsibilities of steering group members and appropriate provisions of the Joint Ethics regulation.
3. Briefs procurement officials on the provisions of the Office of Federal Procurement Policy Act and ensures compliance.
4. Acts as the legal advisor for the administrative appeal process.

Command Management Steering Group

Responsibilities

The Command Cost Comparison Management Steering group has similar representation and responsibilities as the installation Cost Comparison Steering Group. They include:

1. Chaired by a representative from the Command M & Q Division.
2. Provides overall guidance and expertise to the installation Cost Comparison

Management Steering Group and works with them to ensure milestones are met.

3. Approves the PWS, QASP, and Transition Performance Plan (TPP) (when appropriate).

4. Monitors progress of cost comparisons and notifies HQ USAF/XPMR when projected milestones would cause the cost comparison to exceed the standard length of time to complete.

5. May augment or be combined with the installation steering group

Installation Commander Responsibilities

1. Makes public announcement of the cost comparison.
2. Appoints members to the cost comparison steering group in writing.
3. Ensures timely completion of the cost comparison.
4. Notifies their MAJCOM when projected milestones would cause the cost comparison to exceed 24 months for single function studies or 48 months for multifunction studies.

Generic Milestone Chart For A Cost Comparison

This shows the milestones/steps typically taken when processing a CA initiative. Installations and commands are encouraged to develop their own unique milestone charts for each CA initiative and assign OPRs for each milestone.

Steps for Cost Comparisons:

1. Approve cost comparison and make Federal Register announcement (OPR: HQ USAF)
2. Make public announcement (OPR: Local Commander)
3. Establishes command and base Cost Comparison Management Steering Groups (OPR: Manpower & Quality Office)
4. Provides notice to Commerce Business Daily (OPR: Contracting)
5. Initiates collection of cost of conducting the cost comparison for CAMIS reporting (OPR: Manpower & Quality Office)
6. Advises the affected civilian employees and the local union of the proposed cost comparison and its progress monthly (OPR: Civilian Personnel)
7. Advises the affected civilian and military employees and the local union of consequences associated with being designated procurement officials and certification requirements (OPR: Personnel Office)
8. Initiates an environmental impact analysis (AF Form 813) (OPR: Civil Engineering)

Steps for Cost Comparisons (continued):

11. Provides the budget officer with an estimate of the contract costs (OPR: Functional)
12. Provides draft PWS to affected employees or their representatives (OPR: Civilian Personnel)
13. Completes and coordinates PWS and QASP with servicing manpower and quality officer, Staff Judge Advocate General, contracting officer, and the local union (as a minimum) (OPR: Function)
14. Submits plan for phaseout of military personnel to command personnel office (OPR: Military Personnel)
15. Completes and sends the position descriptions to the base CPO for classifying and grading (OPR: Function)
16. Provides employees an opportunity to submit ideas for enhancing productivity (OPR: Civilian Personnel)
17. Completes the management plan (and sends to the Command Manpower & Quality Office and Functional OPR, if required) (OPR: Manpower & Quality Office)
18. Issues the SF 98 to Department of Labor for services or the SF 308 for services if Davis-Bacon Act applies (OPR: Contracting)
19. Obtains independent reviewer's coordination on completed PWS (OPR: Manpower & Quality Office)
20. Sends one copy of the approved PWS and AF Form 9 to base contracting (OPR: Function)
21. Classifies and grades civilian position descriptions and sends them to the servicing manpower and quality office (OPR: Civilian Personnel)

Generic Milestone Chart For A Cost Comparison

Steps for a Sealed Bid Acquisition:

1. Issues the invitation for bid (OPR: Contracting)
2. Conducts a site visit and the prebid conference (OPR: Contracting)
3. Answers questions generated during the prebid conference (OPR: Contracting)
4. Completes and sends the cost estimate to the financial management officer for the independent review (OPR: Manpower & Quality office)
5. Completes the independent review and sends the cost estimate to the servicing manpower and quality officer. (OPR: Financial Management)
6. Makes revisions as necessary (OPR: Manpower & Quality Office)
7. Notifies, before the bid opening (at least 3 days), affected civilians and their union representatives of the time and place of the cost comparison (OPR: Civilian Personnel)
8. Submits the cost estimate to the base contracting officer in a sealed envelope before the time specified in the solicitation for the receipt of contract bids (OPR: Manpower & Quality office)

Steps for a Sealed Bid Acquisition (continued):

9. Opens the bids (OPR: Contracting)
10. Determines the apparent low bidder (OPR: Contracting)
11. Enters price of low contractor bidder on the cost comparison form (OPR: Manpower & Quality Office)
12. Announces the tentative results and advises interested parties that final determination shall not be made until mathematical calculations have been verified and at least 15 workdays (up to 30 workdays) have elapsed (public review period) (OPR: Contracting)
13. Completes cost comparison form, including all required signatures (OPR: Manpower & Quality Office)
14. Completes the independent review and sends the cost estimate to the servicing manpower and quality officer. (OPR: Financial Management)
15. Conducts the Economic Effect Report data requirements after bid opening (when required) (OPR: Financial Management)
16. Notifies the CPO of the tentative results (OPR: Contracting)

Generic Milestone Chart For A Cost Comparison

Steps for a Sealed bid Acquisition--In-House Decision:

1. Processes appeals (OPR: Administrative Appeal Authority)
2. Notifies Command XPM, HQ USAF/XPMR, and AFCQMI/MQCB by memorandum upon receipt of appeal (OPR: Manpower & Quality Office)
3. After appeal is resolved, notifies command XPM, HQ USAF/XPMR, and AFCQMI/MQCB upon resolution by memorandum (OPR: Manpower & Quality Office)
4. Announces the final results of the cost comparison (OPR: Contracting)
5. Cancels the solicitation (OPR: Contracting)
6. Completes the manpower and personnel actions to convert to an all civilian work force (OPR: Manpower & Quality Office)
7. Commences the recruiting action to fill vacancies (OPR: Civilian Personnel)
8. Command notification of in-house decision (OPR: Manpower & Quality Office)
9. HQ USAF notification of in-house decision (OPR: Command Director of Manpower)
10. Initiates the MEO implementation in accordance with the transition plan

Generic Milestone Chart For A Cost Comparison **(continued)**

Steps for a Sealed bid Acquisition--Contract Decision:

1. Initiates the preaward survey to determine the responsiveness and the responsibility of the low bidder (OPR: Contracting)
2. Processes appeals (OPR: Administrative Appeal Authority)
3. Notifies Command XPM, HQ USAF/XPMR, and AFCQMI/MQCB by memorandum upon receipt of appeal (OPR: Manpower & Quality Office)
4. After appeal is resolved, notifies command XPM, HQ USAF/XPMR, and AFCQMI/MQCB upon resolution by memorandum (OPR: Manpower & Quality Office)
5. Prepares a RCS: HAF/XPM(AR)8001 memorandum (OPR: Manpower & Quality Office)
6. Awards a contract upon receipt of the HQ USAF/XPMR approval (OPR: Contracting)
7. Announces the final results of the cost comparison (OPR: Contracting)
8. Notifies the contractor that a contract has been awarded (OPR: Contracting)

Steps for a Sealed bid Acquisition--Contract Decision:

10. At least 6 weeks before delivery of notices, submits requests for approval to conduct the RIF if the number of employees to be RIFed is 50 or more (OPR: Civilian Personnel Office)
11. Registers adversely affected employees with the DoD Priority Placement Program (OPR: Civilian Personnel)
12. Registers the employees in the DEP and the IPAP (OPR: Civilian Personnel Office)
13. Informs employees in writing of the "right of first refusal" and invites the employees to a meeting to receive more information about the clause. Sends the contracting officer a list of the names and a certification that the employees were given an invitation (OPR: Civilian Personnel)
14. Conducts a meeting on right of first refusal with affected employees (OPR: Civilian Personnel)
15. Delivers the RIF notices to the affected employees (OPR: Civilian Personnel Office)
16. Deletes the authorizations from the UMD and adds the applicable contract administrator authorizations (including those used for quality assurance evaluation surveillance). (OPR: Manpower & Quality Office)
17. Starts the contract (OPR: Contracting)

Generic Milestone Chart For A Cost Comparison **(continued)**

Steps for a Negotiated Acquisition:

1. Issues the request for proposal (OPR: Contracting)
2. Conducts site survey and the preproposal conference (OPR: Contracting)
3. Answers questions generated during the preproposal conference (OPR: Contracting)
4. Completes and sends the cost estimate to the financial management office for the independent review (OPR: Manpower & Quality Office)
5. Completes the independent review and sends the cost estimate to servicing manpower and quality Officer (OPR: Financial Management)
6. Makes revisions as necessary (OPR: Manpower & Quality Office)
7. Submits the cost estimate to the base contracting officer in a sealed envelope by the time specified in the solicitation for the receipt of contract proposals (OPR: Manpower & Quality Office)
8. Receives the proposals. Begins the negotiations (if required) after evaluating proposal (OPR: Contracting)

Steps for a Negotiated Acquisition (continued):

9. Conducts a preaward survey to identify a responsible and responsive offeror (OPR: Contracting)
- 9a. Obtains equal employment opportunity clearance as required by FAR 22.805 (OPR: Contracting)
- 9b. Obtains small business clearance, if required (OPR: Contracting)
- 9c. Completes the local contracting and legal reviews of the contract file (OPR: Contracting and Legal)
- 9d. Obtains contract clearance (if required) to award contract, subject to results of cost comparison (OPR: Contracting)
- 9e. Complies with the public announcement requirements of FAR 5.303 and AFFARS 5.303 if the proposed contract award exceeds \$5 million (OPR: Contracting)
10. Informs the servicing manpower and quality officer in writing that a most advantageous offer has been identified (OPR: Contracting)
11. Opens the in-house bid and makes a cost comparison (OPR: Contracting)
12. Enters the most acceptable, responsive, and responsible offer on the cost comparison form. Ensures that all legal reviews and approvals are obtained and returns the form to the servicing manpower and quality officer (OPR: Contracting)
13. Compares the total in-house operation to that of the contract operation (OPR: Manpower & Quality Office)
14. Independently reviews all calculations (OPR: Financial Management)
15. Prepares the Economic Effect Report after the most advantageous offer

Generic Milestone Chart For A Cost Comparison

Steps for a Negotiated Acquisition--In-House Decision:

1. Announces the tentative results and advises interested parties that final determination will not be made until the public review period set forth in the solicitation has been completed and any and all appeals have been answered (OPR: Contracting)
2. Processes appeals (OPR: Administrative Appeals Authority)
3. Notifies command XPM, HQ USAF/XPMR, and AFCQMI/MQCB by memorandum upon receipt of appeal (OPR: Manpower & Quality Office)
4. After appeal is resolved, sends copy to command XPM, HQ USAF/XPMR, and AFCQMI/MQCB (OPR: Manpower & Quality Office)
5. Completes the cost comparison form, including all signatures (OPR: Manpower & Quality Office)
6. Cancels the solicitation (OPR: Contracting)

Steps for a Negotiated Acquisition--In-House Decision:

7. Announces the final results of the cost comparison (OPR: Contracting)
8. Completes the manpower and personnel actions to convert to an all civilian work force (OPR: Manpower & Quality Office)
9. Commences the recruiting action to fill all civilian vacancies (OPR: Civilian Personnel)
10. Command notification of in-house decision (OPR: Manpower & Quality Office)
11. HQ USAF notification of in-house decision (OPR: Command Director of Manpower)
12. Initiates the MEO implementation in accordance with the transition plan (OPR: Function)
13. Updates CAMIS to reflect date MEO implementation was completed (OPR: Manpower & Quality Office)
14. Codes MDS records to reflect MES "S" (OPR: Manpower & Quality Office)

Generic Milestone Chart For A Cost Comparison

Steps for a Negotiated Acquisition--Contract Decision:

1. Awards a contract (OPR: Contracting)
2. Publicly announces the tentative result of the cost comparison (OPR: Contracting)
3. Informs interested parties that a final decision will not be made until completion of the public review period and disposition of any and all appeals (OPR: Contracting)
4. Completes the cost comparison form, including all required signatures (OPR: Manpower & Quality Office)
5. Explains AAP and provides a copy of the cost comparison to directly affected parties, if required (OPR: Contracting)
6. Processes appeals (OPR: Administrative Appeal Authority)
7. Notifies command XPM, HQ USAF/XPMR, and AFCQMI/MQCB by memorandum upon receipt of appeal (OPR: Manpower & Quality Office)
8. After appeal is resolved, sends copy to command XPM, HQ USAF/XPMR, and AFCQMI/MQCB (OPR: Manpower & Quality Office)
9. Sends RCS: HAF/XPM(AR)8001 memorandum to command (OPR: Manpower & Quality Office)
10. Issues the notice to proceed with contract performance upon receipt of

Steps for a Negotiated Acquisition--Contract Decision:

11. Announces the final results of the cost comparison (OPR: Contracting)
12. At least 6 weeks before delivery of notices, submits requests for approval to conduct the RIF if the number of employees to be RIFed is 50 or more (OPR: Civilian Personnel)
13. Registers adversely affected employees with the DoD Priority Placement Program (OPR: Civilian Personnel)
14. Registers employees in the DEP and IPAP (OPR: Civilian Personnel)
15. Informs employees in writing of the "right of first refusal" and invites the employees to a meeting to receive more information about the clause. Sends the contracting officer a list of the names and a certification that the employees were given an invitation (OPR: Civilian Personnel)
16. Conducts a meeting on right of first refusal with affected employees (OPR: Civilian Personnel)
17. Delivers the RIF notices to the affected employees (OPR: Civilian Personnel)
18. Deletes the authorizations from the UMD and adds the applicable contract administrator authorizations (OPR: Manpower & Quality Office)
19. Starts the contract (OPR: Contracting)
20. Enters CMEs in MDS (OPR: Manpower & Quality Office)

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Still under construction!

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